Decentralization and Local Governance Project
(Strategic Objective 2)

INCEPTION REPORT
March-April 2000

Prepared by ARD
Under Contract No.: 685-C-00-00-00037-00
With USAID/Sénégal

Contents

Acronyms

AMS	*Association des Maires du Sénégal*
APCR	*Associations des Présidents de Conseil Rural*
APM	Advanced Participation Methods
ARD	Associates in Rural Development, Inc.
ARD HOM	ARD Home Office Project Manager
CBO	Community-Based Organization
CBNRM	Community-Based Natural Resource Management
CESAG	*Centre Africain d'Etudes Supérieures en Gestion*
CNCR	*Conseil National de Concertations des Ruraux*
COP	Chief of Party
CR	*Communaté Rurale*
CTO	Contractor's Technical Officer
DCL	*Direction des Collectivités Locales*
DCOP/FMS	Deputy Chief of Party/Financial Management Specialist
DP/LGMS	Decentralization Policy/Local Government Management Specialist
ENEA	*Ecole Nationale d'Economie Appliquée*
FENU	*Fonds d'Equipement des Nations-Unis*
GOS	Government of Sénégal
KIR	Key Intermediate Result
MERA	Monitoring, Evaluation, Reporting and Analysis
NGO	Non-government Organization
PFS	Public Finance Specialist
PMP	Performance Monitoring Plan
PPMP	Procurement and Property Management Plan
PPS	Popular Participation Specialist
RFP	Request for Proposal
SAFEFOD	*Société d'Education et de Formation pour le Développement*
SO	Strategic Objective
TA	Technical Assistance
TWG	Technical Working Group
USL	*Université de Saint Louis*
USAID	United States Agency for International Development
ZSPW	Zone Strategy Planning Workshop

INTRODUCTION

The Decentralization and Local Governance Support project is a key component of USAID/Senegal's development assistance program. It is aimed at improving the performance of local elected officials and other actors for more effective, democratic, and transparent management of services and resources. Its ambition is to contribute to the emergence of viable local government, with more dynamic institutions and more effective citizen participation in the management and supervision of local affairs. The project targets three levels of local government: the *communautés rurales*, the municipalities, and regions. It is designed to provide assistance not only to governmental institutions, but to grassroots community organizations as well. The project is implemented by the Associates in Rural Development (ARD) under USAID contract no. 685-C-00-00-00037-00.

In the first year of implementation the project will work with selected local collectivities in three priority regions: Saint-Louis, Kolda and Thiès.

Expected results of the project are:

- increased capacity of local institutions;
- increased access to financial resources;
- increased participation of local populations in the management and supervision of local affairs;
- more effective implementation of decentralization policies and regulations.

ARD's strategy of intervention is centered around the provision of training and technical support on a demand-driven basis to strengthen local government and community capacities to address their own needs and priorities.

I. MAJOR ACHIEVEMENTS

- Introductory visits with a wide range of potential project partners at the national level (national directors, the three associations of elected officials, NGO's and other partners) and in the first three priority regions (administrative and local authorities);
- Recruitment of administrative and technical staff, and establishment of permanent headquarters in Point E;
- Organization of a team-building workshop for extended SO2 team and partners;
- Acquisition of essential office equipment and vehicles;
- Selection of 5 zones of intervention in priority regions;
- Production and distribution of a note summarizing the project (in French and Pulaar)
- Training of ARD staff and local facilitators in Advanced Participation Methods;
- Organization of strategy planning workshops (ZSPW's) in St. Louis region;

II. SUMMARY OF ACTIVITIES

1. *Administration and Finance*

A) *Administrative Start-up*

The DCOP/FMS and ARD Home Office SO2 Assistant Program Manager (APM) arrived in country on February 13, 2000 for interim office set up. On February 16 the ARD team leased a two-bedroom apartment at a downtown location in proximity to USAID, which served as interim office until April 4. An interim local administrative support staff was hired within ten days of in-country arrival to provide assistance in the immediate procurement of essential office goods and services. A driver with

his personal vehicle was hired on the same date. An unsolicited applicant was engaged to perform general clerical, secretarial tasks the week following COP in-country arrival February 24, 2000.

Other tasks completed by the DCOP/FMS and APM immediately upon arrival included:

- purchase and activation of cellular telephones;
- subscription and activation of internet/email account for online access two days after arrival;
- establishment of Citibank local currency bank account the day after arrival, with account opened for Home Office funds transfer the following week;
- survey of local market to determine availability and obtain price quotations for vehicle, computer and photocopier rentals and purchases, office furnishing purchases;
- contact and meet with long-term local hire technical staff;
- visit potential office and U.S. staff residential properties;
- consult with local U.S. government, non-government and international agencies—including SO1 team—regarding their in-country administrative operations;
- meet with USAID personnel from the Executive Office, Travel Office, Contracts Office and introduction to additional USAID SO2 team members.

B) Office Space Selection and Installations

Principal criteria considered by COP and DCOP/FMS for final selection included the following:

- location outside of congested downtown area with ease of public and private vehicle access to and from downtown government and ministry offices and local businesses;
- interior office space to accommodate individual offices for COP and long-term technical staff; conference room/meeting area for staff and guests; common work area for DCOP/FMS and administrative staff; and space available for additional and intermittent staff;
- parking security for up to seven project vehicles; and most importantly,
- property available for immediate occupancy requiring minimal repair and renovation.

The office selected satisfied the most important criteria outlined above, with the only shortcoming being the lack of desired interior property parking for project vehicles. ARD has contracted for 24-hour guard service to provide security for the office and for project vehicles parked along the street.

ARD moved from its interim office to its permanent office location on April 5, 2000, seven weeks after initial staff arrival. Major renovations required upon occupancy included telephone and electrical outlets for all offices and staff, air conditioning installation, and local area computer network wiring. The last of these renovations was completed on May 4.

C) Staffing

The first long-term technical staff member entered on duty February 24, 2000. The remaining core staff members began full-time work in March and April, with the last entering on duty April 10, 2000 (see Annex 1). As core staff members extricated themselves from previous employment responsibilities during this period, they made themselves available for weekend and evening orientation sessions with ARD and participated in key meetings with USAID and GOS officials.

Advertisements of administrative support staff position openings were published in two local newspapers March 24 and 25, 2000. Formal interviews began a month later.

D) Procurement Plan

A thorough survey of local vendors revealed that all essential project procurement needs – office supplies, equipment, furnishings, and vehicles – could be obtained from in-country sources, thus permitting ARD to submit its initial post procurement and property management plan (PPMP) to USAID contracting officers within four weeks of arrival in country.

ARD received an interim authorization from the CTO on March 14, 2000 to make urgent purchases from the PPMP draft submission. Following review of subsequent drafts and meetings with the SO2 team to incorporate specific revisions to the PPMP, the final version of the plan was approved by the CTO on March 28, and by the Regional Contracting Officer on March 31, 2000.

E) Budget & Finance

Initial start-up expenditures are well within the budgeted line item amounts due in part to a favorable U.S. dollar local currency exchange rate.

2. *Technical*

A) Team-Building, Networking, and "Marketing"

Objectives:

Three challenges faced by ARD in the start-up period revolved around team building, networking, and "marketing". The first entailed developing a shared sense of purpose among ARD core staff, and establishing effective working relationships with the USAID Strategic Objective team. The second included getting to know the key individuals and organizations working in decentralization in Senegal in order to gain a better understanding of the context in which SO2 would be implemented, assessing complementarities, and setting a foundation for future exchanges and collaboration. The third involved communicating the objectives and approach of SO2 to partners and potential beneficiaries.

Activities:

- organized series of orientation meetings (ARD Home Office Manager and COP) for core team members on topics that included technical approach, contractor results, etc.;
- held team-building workshop from March 9-10 at CESAG for enlarged SO2 team (USAID, GOS, ARD headquarters and core staff, and subcontractors)
- had introductory meetings with representatives of a number of structures, organizations, and projects concerned with decentralization and local governance, including Ministry of Decentralization, DCL, APCR, AMS, ENDA-Graf, CBNRM, CNCR, etc. (see complete list in Annex 7);
- developed summary *"Note de Presentation"* of project, and translated into Pulaar and Wolof for distribution in target zones;

B) Selection of First-Year Zones

Objectives:

The goal in selecting zones of intervention was to objectively identify a number of local collectivities which ARD could successfully support during the first year of the project.

The selection process was intended to address the dual challenge of establishing high-quality interventions leading to appreciable changes in the management of local affairs while at the same time assuring rapid start-up of activities based on local demand and broad community participation.

Activities:

The zone selection process utilized was as follows:

1) Determination of eligibility criteria for local collectivities

   Based upon recommendations of the Team Building workshop, specific eligibility criteria were defined.

2) Recommendations from resource organizations and institutions

   In March 2000, ARD asked 17 organizations and institutions involved in the decentralization process with good knowledge of local collectivities in Senegal to recommend *communautés rurales* and municipalities meeting selection criteria in each of the three target regions. Forty-six collectivities were recommended out of a total of 96 in the three regions.

   Meetings held subsequently with representatives from several of the resource organizations provided ARD the opportunity to briefly outline its project objectives, to establish collaborative relationships, and to improve the relevance of its analytical tools.

3) Collection of detailed information and data on the collectivities

   Taking account of the project's strategic objective and expected results, and the agreed upon eligibility criteria, ARD developed a questionnaire that was sent to administrative authorities (governors, *prefets, sous-prefets)* in the three, first-year priority regions. No collectivity was overlooked.

   The information collected from the questionnaires provided satisfactory knowledge of the development conditions and levels of organization in the collectivities. Local administrative authorities were encouraged to provide any additional information they felt might be useful to the survey. This additional information was helpful in providing the project team a greater understanding of the realities in many of the collectivities.

   Difficulties with the forwarding and subsequent collection of the completed questionnaires were eventually overcome without a significant delay in the survey process. In addition to their value in providing necessary information for the selection of collectivities, the questionnaires contain statistical data which will be useful to ARD and collaborating organizations during project implementation.

4) Validation and selection of intervention zones

   To validate the information collected, ARD organized meetings in each of the pre-selected collectivities with local elected officials, community organization leaders, administrative authorities, and state technical agents responsible for decentralization and local development.

   These meetings gave ARD the opportunity to:

   - present the project goals and objectives;
   - validate the information gathered on the collectivities;
   - become more knowledgeable about the collectivities;

- assess the possibilities for successful implementation of the project in each collectivity;
- measure the level of interest shown in the project by the local authorities and population.

The meetings were an invaluable part of the selection process. They enabled ARD to submit zone selection recommendations to USAID based not only upon secondary data, but upon direct interaction with local authorities and populations who expressed themselves openly regarding the situation of their collectivities. At the conclusion of site validation missions in each region, ARD submitted a report to USAID outlining its findings and recommendations.

Execution of Zone and Activity Selection Process
March - April 2000

Activity	Month of March Week					Month of April Week				
	1	2	3	4	5	1	2	3	4	5
STEP 1: Confirm region selections										
Region selections confirmed	▓									
STEP 2: Select start-up zones of intervention										
Eligibility criteria defined		▓								
Request for recommendations of zones sent to partners			▓	▓						
Meetings with partner organizations & institutions			▓		▓					
Survey of Saint Louis zones			▓							
Proposals of zones received from partners			▓	▓	▓					
Pre-selection of Saint Louis zones					▓					
Site validation and selection of Saint Louis zones							▓			
Survey of Kolda and Thiès zones				▓						
Pre-selection of Kolda zones										
Site validation and selection of Kolda zones										
Pre-selection of Thiès zones										
Site validation and selection of Thiès zones										
STEP 3: Conduct Zone Strategy Planning Workshops										
Saint Louis ZSPW									▓	▓
Kolda ZSPW										
Thiès ZSPW										

C) Development of Zone Strategy Plans

ARD's intervention is based on a strategy of assisted self-reliance – strengthening the capacity of collectivities to address their own priorities. These priorities are to be identified through a participatory process that solicits input from all major components of the community. Project interventions to achieve local development strategies – in particular training support or technical assistance – are to be based on clearly-expressed local demand. To put this strategy into effect during the start-up phase, ARD undertook a process which included the following steps:

- training of facilitators in Advanced Participation Methods;
- organization of strategic planning workshops;
- assistance in the establishment of Technical Working Groups;
- determination of activities to be supported.

1) Training in Advanced Participation Methods

Advanced Participation Methods (APM) consist of a set of tools and techniques used to facilitate the involvement of individuals and groups in participatory planning and decision-making processes. APM has been utilized effectively by ARD in democracy/governance projects in a number of countries. To familiarize ARD/Senegal staff with these tools, and constitute a pool of local resource persons capable of facilitating project events in the target collectivities, ARD organized an APM training workshop in Dakar from April 12 - 14, 2000.

Out of 78 facilitator candidates recommended to ARD, 23 were invited to the APM training program based upon a review of their application documents and the following selection criteria:

- minimum of a master's degree;
- relevant professional experience;
- fluency in at least one of the national languages spoken in the target zones;
- prior experience as a facilitator and/or trainer;
- specific experience in the implementation of decentralization programs or activities.

In addition to the 23 facilitator candidates, seven partner organizations identified individuals to participate in the three-day training, including: the *Maison des Elus Locaux*, DCL, CNCR, ENEA, USL, and ENDA-Graf.

The workshop was conducted by Gary Forbes, an ARD consultant and recognized expert in group facilitation techniques, and Pape Sene, West Africa director of CLUSA, an ARD subcontractor. The training used a combination of individual reflection (brainstorming), small-group discussions, and practical exercises permitting participants to increase their knowledge and understanding of group facilitation by integrating their own individual experiences.

At the end of the workshop, ARD selected six persons to assist with the initial zone strategy planning workshops in the Saint Louis region based upon their demonstrated mastery of the methodology and their immediate availability.

Problems encountered and proposed actions:

- production of the French-language version of the APM manual posed technical difficulties, particularly the transfer of diagrams and symbols;
- ARD staff focused on identifying facilitators who were available for immediate service, and did not have adequate time to select a second group of potential facilitators;

- several partner organizations replaced the participants initially tapped to attend the training with less qualified individuals;
- the presence of representatives from partner organizations reduced the number of potential facilitators who could be invited to the training.

In order to enlarge its pool of potential facilitators, and increase the number of skilled facilitators utilizing APM in Senegal, ARD will undertake the following:

- organize a second APM training workshop in the fourth quarter for a new group of participants;
- select individuals from the first and second workshops to receive additional training to qualify as APM trainers;
- include members of the local collectivities and NGOs in the group of APM trainers.

2) Zone Strategy Planning Workshops (ZSPW)

The strategy planning workshops were the first ARD activity in direct support of the target collectivities. These workshops permitted the collectivities to define priority strategies for improving the management of services and resources, and to identify potential technical assistance and training needs which ARD could help them to address.

Methodology

The workshops were held for one full day in each of the local collectivities. Special emphasis was placed on the participation of all components of the local collectivity (councils, community based organizations, local institutions, etc.) as well as local administrative authorities, de-concentrated state technical services (CERP, health) and NGOs. The methodological approach of the workshops was based on the principles and procedures outlined below:

- Principles:

  - permit the expression of local expertise;
  - select the most important and achievable activities;
  - encourage the participation of the different local development contributors and service providers (collectivities, community based organizations, government, NGO and private sector technical assistants);
  - proceed together on a consensual basis;
  - focus on the results of the workshop, documenting workshop activities;
  - establish a working relationship between the collectivities, CBOs and ARD.

- Procedures:

  - participants assess the current condition of their community;
  - they discuss the most important of 1) recent achievements, 2) major changes, 3) challenges and constraints, and 4) strengths and advantages of the collectivity;
  - participants identify strategic actions needed for more effective, democratic and transparent management of community services and resources;
  - when asked to consider specific, concrete actions to improve local governance, the participants express what they consider to be the most important concerns of the collectivity;
  - they arrive at a group consensus by organizing their ideas into strategies reflecting the concerns of the collectivity.

Prioritization of the strategic actions

After working in sub-groups to refine the strategies and identify the most relevant actions, participants were asked to prioritize these strategies on the basis of several criteria including: the pertinence of the strategy, evidence of existing community initiatives, anticipated support of the community and its leaders, and compatibility with the ARD's areas of intervention. With these criteria in mind, each participant voted for the two strategies he or she deemed most important and appropriate. By tallying the votes cast, participants were able to determine the top five strategies for the collectivity.

Organization of technical working groups (TWG):

During the strategic planning workshops each collectivity established a technical working group in charge of refining the selected priority strategies, determining technical assistance and training needs, helping implement the strategies, and monitoring. They are composed of approximately nine members, including five persons who worked on different strategies during the ZSPW, and four rural or municipal council members. Twenty percent of the TWG members in the Saint Louis region are women. The technical working groups are defined as technical liaison structures between the community and ARD. Their mission, the profile of their members, and the way they are formed are detailed in the ZSPW and TWG reports.

Problems:

The implementation of the ZSPW's was made difficult by a certain number of constraints including:

- the selection of strategies and requests for support which fell outside the project intervention areas, despite ARD's efforts made to clearly limit the field;
- the low level of women's participation (quantitative and qualitative) in several collectivities;
- the failure of certain "unpopular" strategies (such as increased tax recovery) to garner votes in the prioritization process, despite their importance to the success of the project;
- the persistence of a "*mentalité d'assisté"*, often difficult for populations to overcome;
- communication problems related to the diversity of languages used in each workshop;
- the illiteracy of most participants, and the disparities in educational levels.

E) *Monitoring and Evaluation:*

Objective:

The result ARD was responsible for achieving in implementing the MERA component of the contract during the first two months was the establishment of baseline data and recommended targets for all KIR indicators for the first three priority regions during the first 60 days after contract effective date (February 25).

Activities:

- Translated key MERA documents, including table of Contractor Results and targets into French;
- Organized ARD staff orientation sessions to examine, discuss, and clarify understanding of MERA requirements and Contractor Results;
- Prepared table for USAID highlighting differences in Contractor Results indicators as presented in RFP, and as recommended in ARD's final proposal;

- Developed preliminary guide for collection of baseline data on Contractor Results indicators, listing definitions of key terms, tasks, sources of information, and documentation to be assembled;
- Conducted informal baseline data collection trials in two target zones in St. Louis region following ZSPW's;

Problems encountered:

- In order to get into the field quickly, ARD identified, validated, and recommended target zones in the three priority regions in cascade fashion in the first months. The target zones in Kolda and Thiès, for example, will not be confirmed until mid-May and mid-June, respectively. This schedule has led ARD to recommend that it would be more economical to suspend baseline data collection until all (thirteen) first year target zones have been confirmed.

Annex 1

Staffing as of April 30, 2000

Name	Position	EOD*
Stephen L. Reid	Chief of Party/Senior Development Management Specialist	25 Feb 00
Michael W. Kidd	Deputy Chief of Party/Financial Management Specialist	14 Feb 00
Abderhamane Djiré	Popular Participation Specialist	24 Feb 00
Cheikh Abdou Lô	Public Finance Specialist	06 Mar 00
Awa Ndiaye Diouf	Decentralization Policy and Local Government Management Specialist	03 Apr 00
Babou Diouf	Community Natural Resource Management Specialist	03 Apr 00
Malamine Savané	Local Institutions Development Specialist	10 Apr 00
Mamadou Guèye	Administrative Assistant I	24 Feb 00

*: EOD: "Entrance on Duty"

Annex 2

List of Target Zones – Year 2000

Region / Local Collectivity	Arrondissement	Department
Region of Saint-Louis		
Communauté Rurale de Boki Diawé	Ogo	Matam
Communauté Rurale de Agnam-Civol	Agnam-Civol	Matam
Communauté Rurale de Pété	Saldé	Podor
Commune de Thilogne	-	Matam
Commune de Ndioum	-	Podor

Annex 3 - Map of Target Zones

Annex 3 - Map of Target Zones

Annex 4

Summary of Priority Strategies Identified during ZSPW's

Region of Saint Louis

Collectivity	Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
CR de Pété	Training of local elected officials and community	Mobilization of local financial resources	Collection of rural taxes	Environmental management	Promotion of community health services
CR d'Agnam-Civol	Mobilization of community financial resources	Strengthen management skills of local elected officials	Promotion of participative approach	Improvement of health conditions	Improvement of management techniques
CR Boki Diawé	Development of natural resources management plan	Promotion of women's activities	Increase community awareness	Improvement of health conditions	Strengthen skills of local elected officials
Commune de Thilogne	Protection and diversification of crops	Development of action plans addressing specific community health problems	Development of agricultue and vegetable gardening by improved water control	Training of local elected officials	Creation and improvement of local infra-structures
Commune de Ndioum	Improvement of health services	Training and education of local population	Provide access to Ndioum-Walo for agriculture and cattle farming	Reforestation of the district	Reorganization of local government

Annex 5

Reports and Documents Produced during the Reporting Period

Report / Document	Date(s)
Team Building Workshop	09-10 Mar 00
Letter of Project Introduction (Presented in French, Wolof and Pulaar languages)	Mar 00
Zone Proposal Form	Mar 00
Data Collection for Zone Intervention Selection Form	Mar 00
Project Eligibility Criteria	Mar 00
Zone Selection Criteria	Mar 00
Guide for Holding Meetings of Zone Selection and Validation	Mar 00
Zone Data Analyses Tables	Apr 00
Workshop Participant's Manual, Advanced Participation Methods (English to French Translation)	Apr 00
Site Validation Trip, Region of Saint-Louis	17 Apr 00
Technical Working Group Terms of Reference	17 Apr 00
Zone Strategy Workshop Reports – Region of Saint Louis (5) - Communauté Rurale de Boki-Diawé - Communauté Rurale de Agnam-Civol - Commune de Thilogne - Communauté Rurale de Pété - Commune de Ndioum	 20 Apr 00 21 Apr 00 25 Apr 00 26 Apr 00 27 Apr 00

Annex 6

Workshops Organized during the Reporting Period

No	Date(s)	Title	Purpose	Location	Days	No. Participants		
						ARD	Others	Total
1	09 Mar 00 to 10 Mar 00	Team Building	Broad exchange of views among partners; Review, discuss ARD's proposed approach for project implementation	Dakar	2	10	16	**26**
2	12 Apr 00 to 14 Apr 00	Advanced Participation Methods	Train ARD staff and local facilitators in APM	Dakar	3	6	30	**36**
3	20 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Boki-Diawé	1	6	68	**74**
4	21 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Agnam-Civol	1	6	54	**60**
5	25 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Thilogne	1	6	29	**35**
6	26 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Pété	1	6	60	**66**
7	27 Apr 00	Zone Strategy Planning	Identify and prioritize local strategies	Ndioum	1	6	45	**51**

Annex 7

List of Introductory Meetings Held With Partner Structures
(March – April 2000)

Date	Structure	Key Contact	Participants
01 Mar 00	ENDA-Graf	Emmanuel Dione, Coordinateur	USAID, ARD team, ENDA-Graf team
01 Mar 00	CBNRM (Projet de Gestion Communautaire des R.N.)	Abdourahamane Samourah, Directeur	USAID, ARD and CBNRM teams
02 Mar 00	Conseil National de Concertation des Ruraux (CNCR)	Samba Guèye, Secrétaire Général	ARD team, CNCR team
03 Mar 00	Safefod	Yero Sylla, Directeur	ARD HOM, COP
07 Mar 00	Programme National d'Infrastructures Rurales (PNIR)	Moussa Camara Lô, Coordonnateur	ARD HOM, COP, PFS
08 Mar 00	Association des Présidents de Conseil Rural (APCR)	Ale Lo, Président	USAID, ARD HOM, COP, PFS
13 Mar 00	Agence Canadienne de Développement (ACDI)	Birame Owens Ndiaye, Conseiller	USAID, ARD HOM, COP, PFS
21 Mar 00	ARED-CERFLA	Sonia Fagerberg Diallo	ARD COP, PFS, PPS
21 Mar 00	Direction des Collectivités Locales (DCL)	Mamadou Diouf, Directeur	ARD team
23 Mar 00	Conseil National de Concertation des Ruraux (CNCR)	Samba Guèye, Secrétaire Général	ARD team, CNCR team
24 Mar 00	Association des Maires du Sénégal (AMS)	Thierno Birahim Ndao, Secretaire General, AMS	USAID, ARD COP, PFS, PPS, MEL team
24 Mar 00	ENDA-Graf	Racine Kane, Chargé de Programme	ARD PFS, PPS
27 Mar 00	Direction d'Expansion Rurale (DER)	M. Fallilou Guèye, Directeur	ARD team, DER team (E.H. Malick Cisse)
28 Mar 00	CBNRM (Projet de Gestion Communautaire des R.N.)	Kent Elbow, Pape Sarr	ARD COP, PFS, PPS
29 Mar 00	Association des Présidents de Conseil Rural (APCR)	Ale Lô, President	ARD COP, PFS, PPS
01 Apr 00	Conseil Régional - St Louis	Abdourahim Agne, Président	ARD team